

Министерство науки и высшего образования Российской Федерации
 федеральное государственное автономное
 образовательное учреждение высшего образования
 «Национальный исследовательский Томский политехнический университет» (ТПУ)

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ЗАДАНИЕ ДЛЯ РАЗДЕЛА
«ФИНАНСОВЫЙ МЕНЕДЖМЕНТ, РЕСУРСОЭФФЕКТИВНОСТЬ И РЕСУРСОСБЕРЕЖЕНИЕ»

Студенту:

Группа	ФИО
2БМ73	Замулину Павлу Витальевичу

Инженерная школа	Природных ресурсов	Отделение	Нефтегазового дела
Уровень образования	Магистр	Направление/специальность	Нефтегазовое дело / Строительство глубоких нефтяных и газовых скважин в сложных горно-геологических условиях

Исходные данные к разделу «Финансовый менеджмент, ресурсоэффективность и ресурсосбережение»:

1. Стоимость ресурсов научного исследования (НИ): материально-технических, энергетических, финансовых, информационных и человеческих	Расчет сметной стоимости выполняемых работ, согласно применяемой техники и технологии
2. Нормы и нормативы расходования ресурсов	Нормы расхода материалов, тарифные ставки заработной платы рабочих, нормы амортизационных отчислений, нормы времени на выполнение операций, нормы расхода материалов, инструмента и др.
3. Используемая система налогообложения, ставки налогов, отчислений, дисконтирования и кредитования	Ставка налога на прибыль 20 %; Страховые взносы 30%; Налог на добавленную стоимость 20%

Перечень вопросов, подлежащих исследованию, проектированию и разработке:

1. Оценка коммерческого потенциала, перспективности и альтернатив проведения НИ с позиции ресурсоэффективности и ресурсосбережения	Технико-экономическое обоснование целесообразности внедрения новой техники или технологии выполнения работ
2. Планирование и формирование бюджета научных исследований	Линейный график выполнения работ
3. Определение ресурсной (ресурсосберегающей), финансовой, бюджетной, социальной и экономической эффективности исследования	Расчет экономической эффективности внедрения новой техники или технологии

Перечень графического материала (с точным указанием обязательных чертежей):

- Матрица SWOT-анализа
- Линейный календарный график выполнения работ

Дата выдачи задания для раздела по линейному графику	
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Задание выдал консультант:

Должность	ФИО	Ученая степень, звание	Подпись	Дата
доцент	Романюк В.Б.	к.э.н, доцент		

Задание принял к исполнению студент:

Группа	ФИО	Подпись	Дата
2БМ73	Замулин Павел Витальевич		

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IPM - Integrated Project Management, ;

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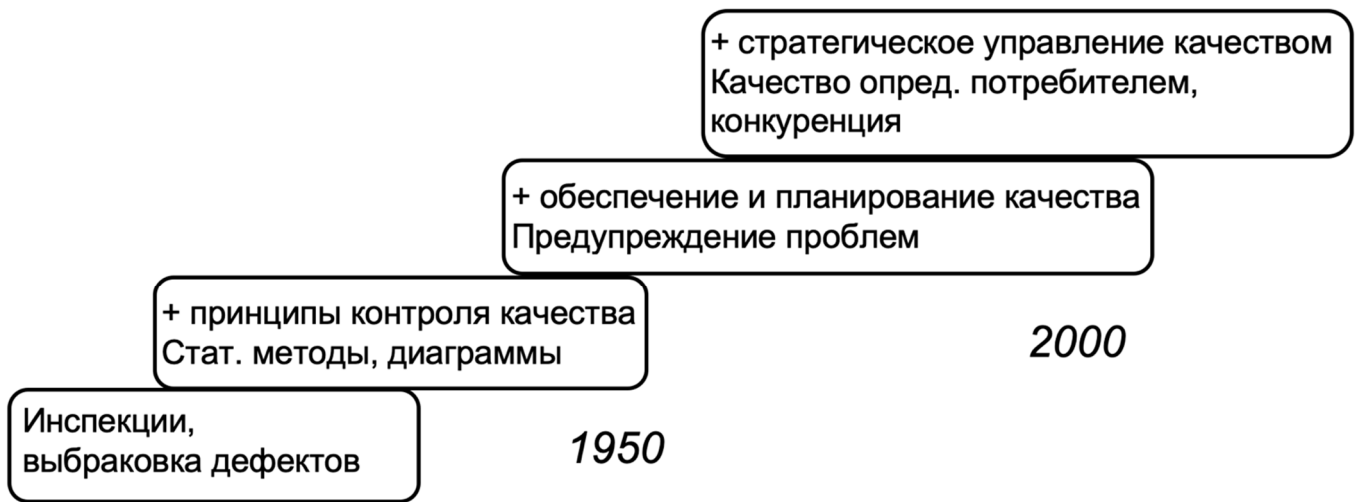
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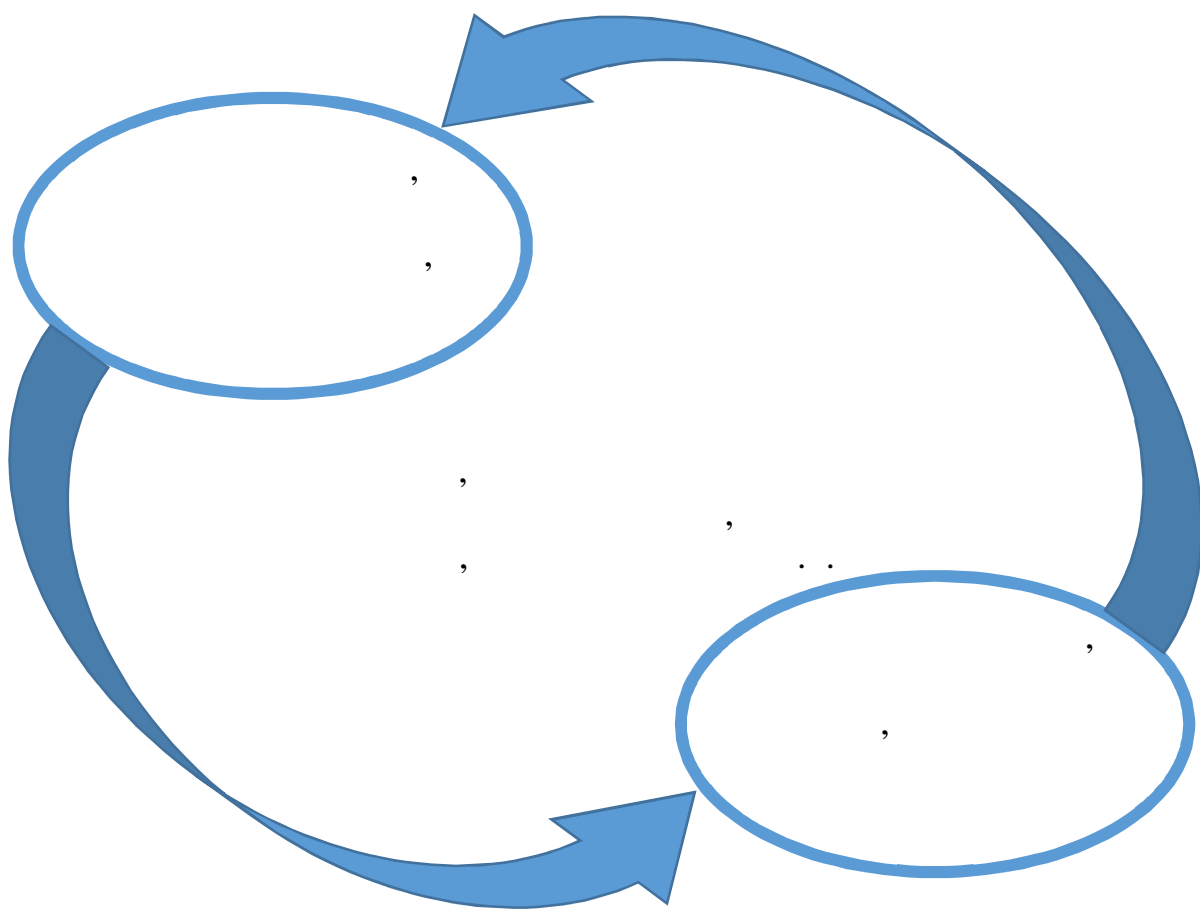
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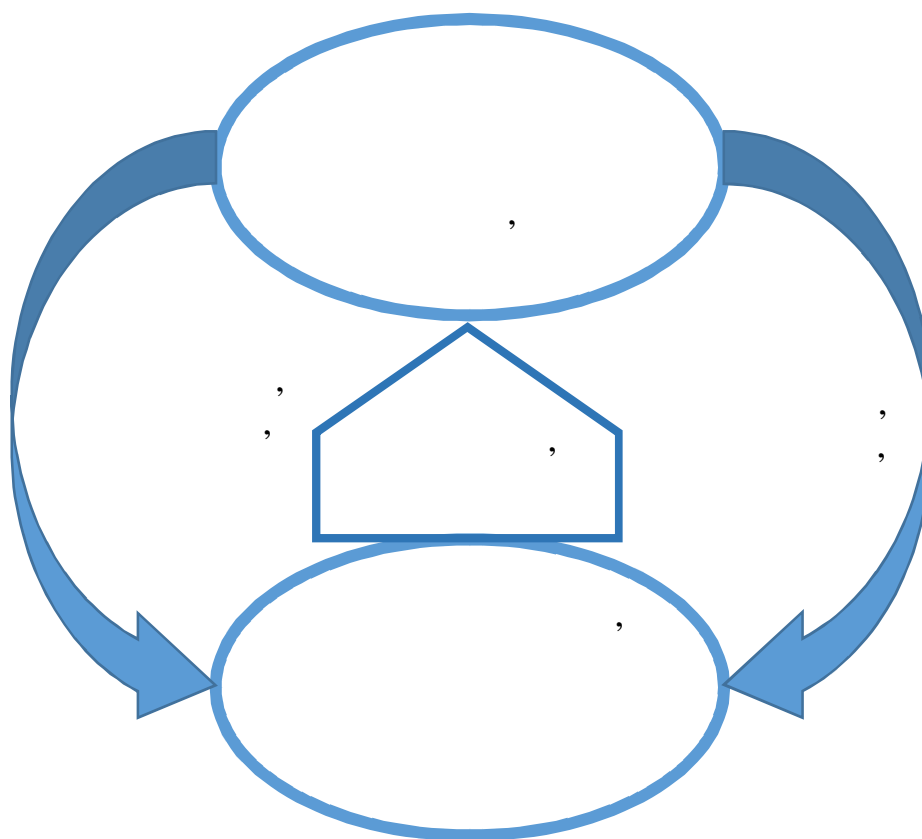
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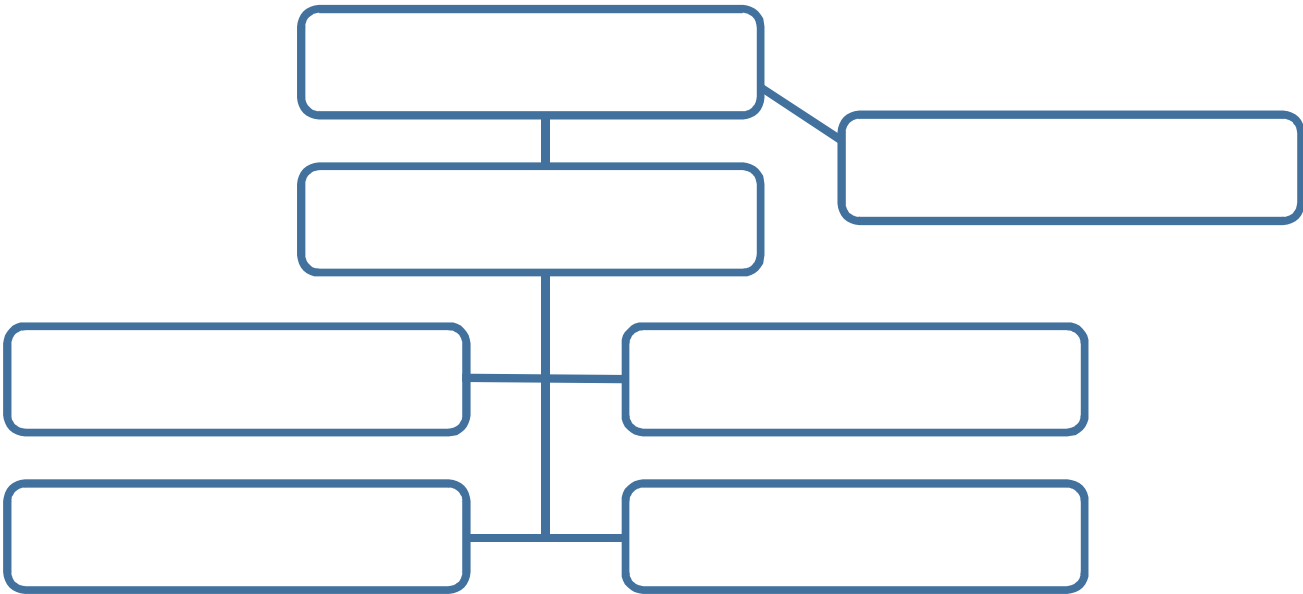
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- ## Integrated Project Management (IPM).

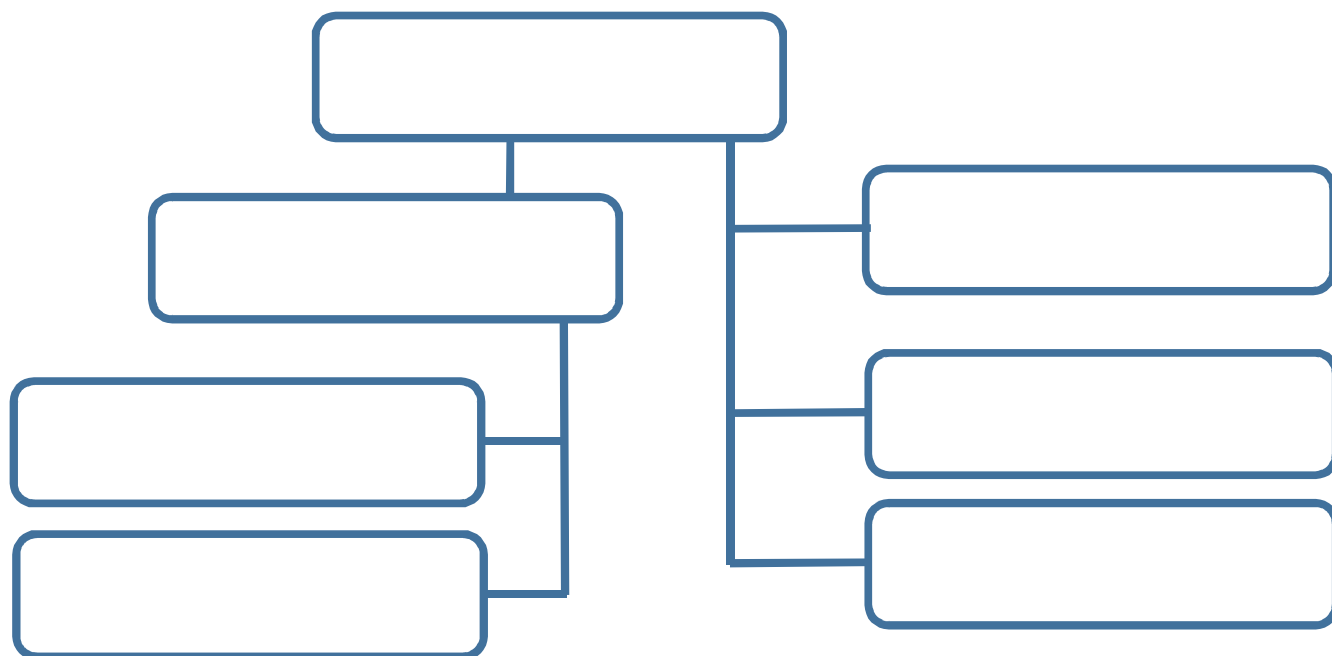
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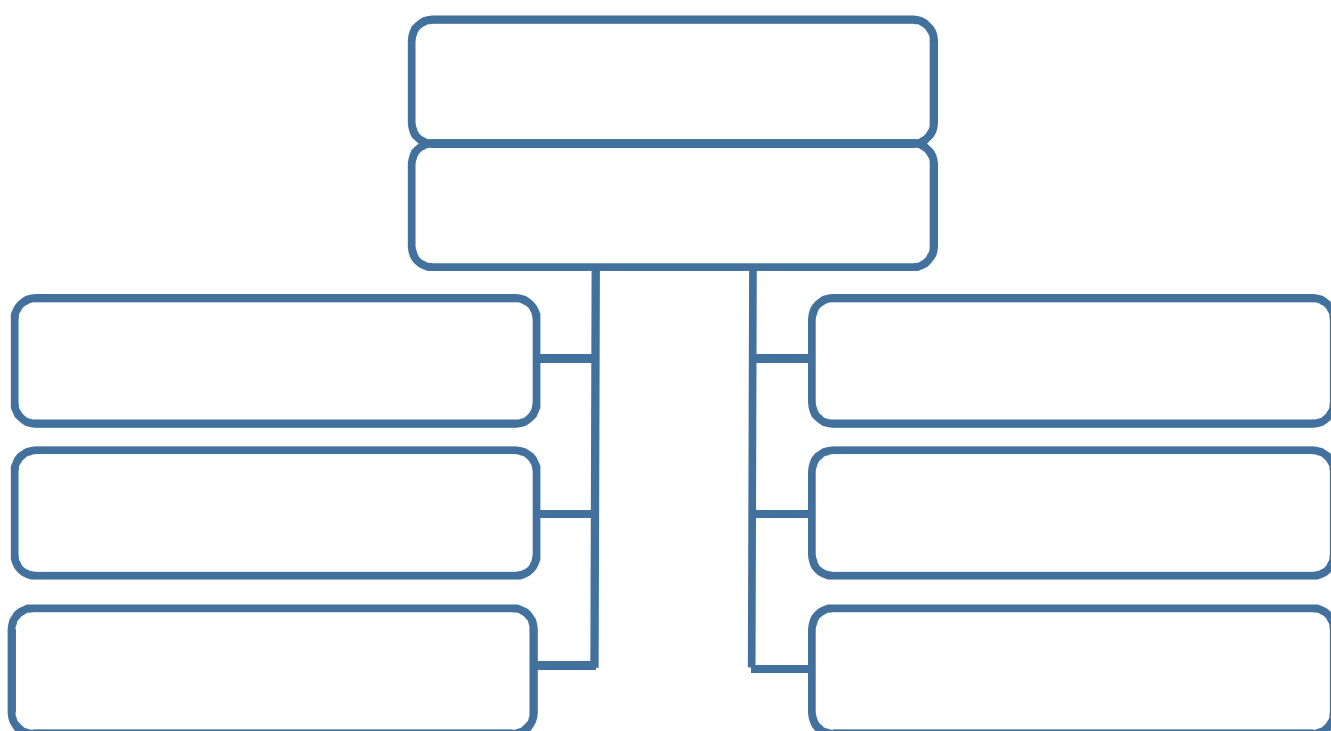
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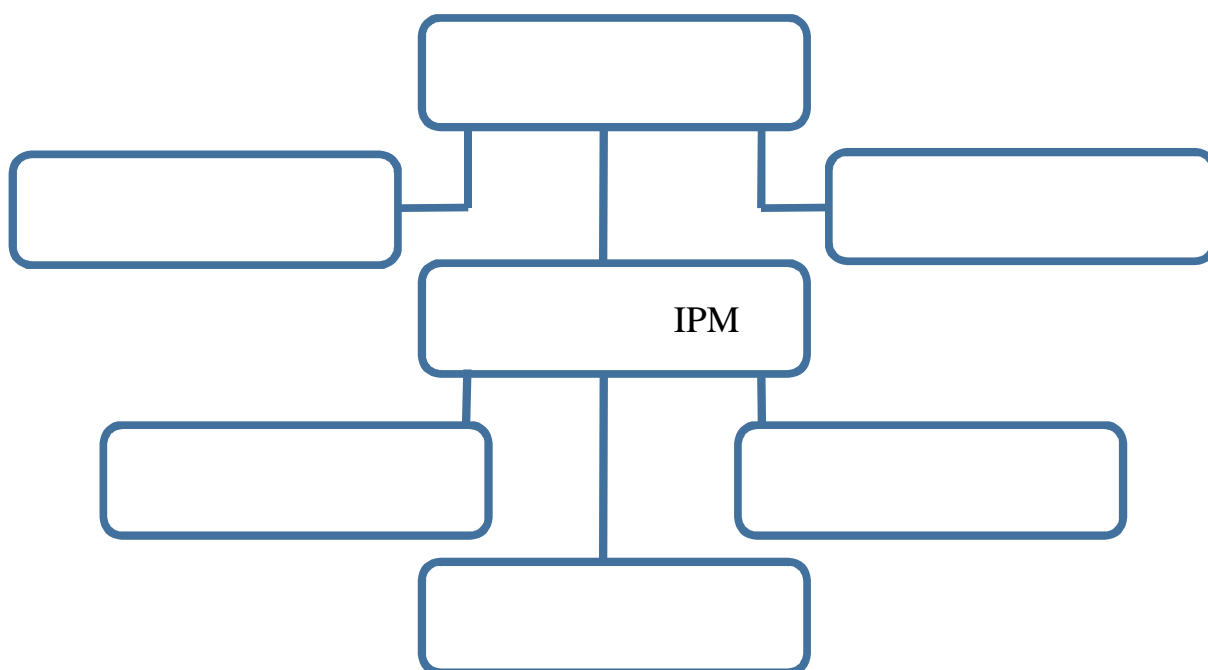
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	Поисковые скважины	Разведочные скважины	Эксплуатационные скважины: (добывающие, нагнет., оценочные, наблюдательные)	Эксплуатационные скважины (дополнительные)	Восстановление скважин (второй ствол, горизонт. участок)
Тип бурения	Одиночное	Одиночное	Кустовое/ одиночное	Одиночное	Одиночное
Завершение строительства	Ликвидация/ консервация	Ликвидация/ консервация	Консервация/ эксплуатация	Эксплуатация	Эксплуатация
Наличие инфраструктуры	Нет	Минимальная (база в регионе)	База на месторождении	Развитая инфраструктура	Развитая инфраструктура
Геолого-технологические риски	Высокие	Высокие/ средние	Низкие	Низкие	Средние
Автономность	Да	Да	Нет	Нет	Нет
Оптимальный тип взаимодействия	Генподряд	Генподряд	Раздельный сервис	Раздельный сервис	ИУП

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	7	14	9,8	,	4,9	7,3



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№ п/п	Вид работ	Исполнитель	Т _{кв} , кал.-дни	Продолжительность выполнения работ											
				Февраль			Март			Апрель			Май		
				1-10	11-20	21-28	1-10	11-20	21-31	1-10	11-20	21-30	1-10	11-20	21-31
1	Составление и утверждение технического задания	Руковод.	3												
2	Выбор направления исследования	Руковод.	9												
3	Подготовка литературного обзора, формулирование проблем, постановка задач исследования	Дипл.	25												
4	Планирование исследования (календарное)	Руковод., дипл.	3												

5	Анализ истории развития управления качеством строительства скважин, анализ уровней управления процессом строительства скважин	Дипл.	22											
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7	Анализ и оценка результатов	Руковод. Дипл.	6											
8	Оформление отчета по работе	Руковод. Дипл.	8											

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ANALYS OF THE FUNCTIONALITY OF SUPERVISING SERVICE AND DRILLING SUPERVISORS

Студент

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Руководитель

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Консультант-лингвист Отделения иностранных языков ШБИП

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The supervision service is one of the most powerful mechanisms for influencing the quality and efficiency of work. Supervising in Russia dates back to 1993. JSC « orizon-Service» was offered as a developer of design and estimation of documentation for the construction of wells for the joint-stock company «Magma» to carry out not only the supervision of the well construction process, but also to provide round-the-clock supervision directly at the drilling facility (supervision) by highly qualified engineers with experience as a drilling master and designer. The idea was supported by the customer company and signed the first contract and regulations for the provision of Supervisory supervision and control services.

In the process of supervising the project organization met with difficulties to overcome the stereotypes developed over decades of drilling practice. It was necessary to constantly argue and prove the effectiveness and profitability of supervising the customer. Drilling contractor to prove the feasibility of supervision was not possible due to the established practice of drilling operations based on "meters at any cost", which do not always "get along" with the correct conduct of work.

Through supervision, the customer can see what information could be hidden: a lot of deviations, accidents, complications, facts and phenomena of low labor organization, safety violations, etc., which, as a rule, in Soviet times were not carried out outside the drilling.

Monthly meetings of the customer with the drilling contractor forced him to reckon with the comments, at the request of which drilling operations were suspended until the removal of the drilling contractor from work and the termination of the contract.

The result of the work of the supervising service there was a successfully drilled well 165 with a record in Western Siberia departure from the vertical 6 2479m.

The first domestic supervision showed great prospects for a new specialty in the oil and gas business. That was how the new profession of the drilling supervisor appeared.

The market of domestic oil and gas supervision appeared primarily due to global political changes in the socio-political life of our country in the early 1990s. As a result of the division of labor, it was necessary to control the distribution of the budget, effective investments and return on investment, which is possible now because of the foundation of the Russian supervision.

For years, the Russian market of supervising services has not been formed, but rather structured. The increase in exploration and production drilling volumes and the separation of engineering and technological functions from drilling enterprises in the form of separate service companies initiated the development of Russian drilling supervision.

The order of the Ministry of labor and social protection of the Russian Federation dated November 27, 2014 942n approved the Professional standard "Drilling supervisor in the oil and gas industry", which meant the legislative registration of the profession with the allocation of the objectives of the professional activity and a detailed description of labor functions. After several years, each oil company has developed provisions for supervising well construction and sidetracking on land (two different departments in oil companies are usually involved in the construction of wells on land and offshore platforms).

1. Functionality of the supervising service

The main function supervisor the Customer service is the provision of production control over observance by the Contracting organizations of the requirements of the project, work plans, programmes for the construction of wells, standards and measures governing the conduct of the works, the requirements of rules and regulations of the Russian Federation, LND companies in the region, PBOTOS.

Planning, organization and control of work is carried out in accordance with the hydraulic fracturing, project documentation, Safety rules in the oil and gas

industry, the RF Government decree "On the procedure for monitoring the construction, reconstruction and overhaul of capital construction projects", as well as GOST ISO 9001, ISO 14001, OHSAS 18001.

Consolidation of information in the course of work is carried out by means of approved standard forms of reports, acts, daily reports provided by the LND of each company of the Customer. The consolidated information is used to form an assessment of the effectiveness of the work carried out at the facility, the scale of quality assessment for each of the service contractors, the analysis of the effectiveness of the OPI and the introduction of innovative technologies, the analysis of complications, accidents, marriage, accidents, etc.

Using the consolidated data, it becomes possible to identify the main problems in the quality and organization of drilling operations, development and issuance of recommendations to improve the quality and organization of work to contractors, based on their work at different sites and locations at the same time using the same resources.

The Department of supervision participates in the preparation of acts of confirmation of the quality and completeness of the volume of work actually performed, applied MTR, human resources, efficiency of work with implemented innovations, etc. Also it initiates and participates in the conduct of the claim work for the contractor's failure to fulfill its contractual obligations, the contractor's guilt in allowing unproductive time for various reasons, etc. According to the results of inspections and claim work, the service is authorized to apply penalties to the contractor on the basis of the contract. It is also responsible for fixing and registration of all deviations in the terms of work provided for in the contract, investigation of all accidents, complications and defects arising in the course of well construction in accordance with the provisions of the Accident investigation companies, analysis of accidents, complications and defects in the performance of work, development of measures to reduce accidents, complications and defects, ensuring the implementation of these measures. The prepared and approved reports have a direct impact on the completeness of payment for services.

Service supervision department is responsible for conducting inspections of contracting organizations to assess the quality of technical and human resources of the contractor for compliance with the terms of the contract, standards, POTOOS and LND of the customer. These checks are carried out both periodically and unscheduled, depending on many factors, including the nature of the work carried out. Such an assessment can also affect the payment for services, but its main purpose is to ensure timely compliance of conditions and various resources with the approved standards to improve the efficiency of the work. In case of non-compliance of works with the requirements of work programs, hydraulic fracturing, Safety rules in the oil and gas industry, as well as the requirements of the standards of companies in the field of PBOTOOS, when the actions of any service contractor pose a danger to the life and health of personnel, can cause complications and emergencies or lead to damage to equipment and tools, the service is authorized to prohibit or stop the work. Under the stop or suspension from work can get as individual engineers and workers, and entire contractors.

The service participates in the formation of procurement documentation, drafting of contract documentation for the execution of works, development and submission of proposals aimed at improving the quality and reducing costs and further analysis of contractors for compliance with the stated conditions. Based on the results of this type of work, adjustments are developed in the requirements for contractors, and, consequently, in the amount of wages of contractors.

As part of the main duties of the supervision service, work is also underway to develop and update job descriptions of personnel involved in supervision and the development of regulations on the supervision units. This duty is one of the key duties because of the need for constant upgrading and updating of the LND of the Customer relative to regulations of work of field staff due to frequent changes and amendments in Federal laws, rules and regulations and other normative documents for the implementation of the management and support of supervisors in the fields.

Also, the Department is directly involved in the development of LND, including regulations, instructions for conducting production operations in the

process of well construction. For the formation of the LND, consolidated reports on the direction of the action of the developed LND are used, for example, reports on accidents and complications, risk management, implementation and improvement of projects, programs, plans, procedures, technologies within the competence of the Supervisory service, etc.

Holding daily conference calls with supervisors is one of the necessary conditions for effective management of field personnel. Meetings are held on the organization of the production process, quality, timing, violations, defects, etc. the Purpose of the selectors is to collect and maintain consolidated reports based on information from production facilities from drilling supervisors.

Following the results of selector meeting is the preparation of daily and consequently monthly, quarterly and annual reports on the status of the construction of wells (dynamics of accidents, the compliance with PBOTOS, economic indicators in drilling, reducing cycle construction, manpower and technical resources, etc.).

2. Goals, objectives and functionality of drilling supervision

The purpose of the drilling supervisor is to increase the efficiency of investment in drilling by direct participation and influence of the Customer on the production process through its planning, organization, coordination, motivation and control of contractors while ensuring the quality of the constructed well.

The main tasks of the drilling supervisor:

É implementation of the production program of well construction and ZBS through its direct participation in the planning and organization of work by contractors providing services for the construction of wells;

É control and management of safety and quality of work of contractors directly at the work site in accordance with the requirements of Federal regulations and rules of industrial safety, labor protection and environmental protection;

É providing the Customer with objective and reliable information on the progress of well construction and sidetracking, including timely information on all deviations identified in the production process;

É confirmation of the volume of work performed and the consumption of materials to eliminate their unjustified overstatement.

2.1 Organization of works

One of the main functions of the drilling supervisor is the organization of work of service contractors, ensuring the fulfillment of tasks, execution of instructions on the work performed in writing and transfer them to the persons responsible for the execution of a particular operation, monitoring the safety of drilling operations in accordance with safety rules. To ensure the implementation of project decisions, it is necessary to constantly check the availability of project documentation, plans and programs at the work site, familiarization of contractor personnel with project documentation and work plans under signature or orally in the format of a briefing, compliance of tasks to replace work plans, control of execution of tasks to replace, in case of deviations, take measures to normalize the progress of work according to plans and programs. independently conduct training in industrial safety personnel, conduct drills for dealing with emergencies and TMG.

To ensure this kind of organization of work, it is necessary to know and be able to read technical documentation of various kinds. It is also necessary to form a shift task to the staff on the basis of work plans, programs and the project for the well, use the instrumentation and data of the GTI to monitor and evaluate the progress of work, make operational decisions to prevent accidents and complications, check the availability of permits, orders of tolerances and training of personnel. To check and control working and living conditions, to take measures to bring working and living conditions in accordance with the rules on labor protection, to bring to the attention of contractors information on identified

hazards, risks, environmental aspects in the field of PBOTOOS, to participate in the technical investigation of incidents, accidents and defects in drilling, to suspend work on the construction of wells in the detection of violations that threaten the health and life of personnel, as well as leading to an accident, fire, environmental and other damage. It is necessary to identify and assess risks, make operational decisions to minimize them. As well as to know the Legal forms of business, Rules on OT, rights, duties and job descriptions, NTD of the Customer for the construction of wells, rules of operation of the equipment, the list of necessary documentation, drilling technology, technical characteristics of drilling equipment, tools and instrumentation, methods of communication with people, taking into account their individual characteristics, methods of identifying the causes of disputes and conflicts, methods of their resolution, obligations of contractors under contracts.

Pursuant to this function, you need to be able to conduct briefings on the IB in accordance with the requirements, approved programs, to organize drills on the actions of the staff according to the plan of elimination of accident, fire, TMG, read the technical documentation, to map the requirements of labor protection with the actual state of working conditions and equipment, forming written and oral regulations, instructions on bringing the conditions of work and residence, the condition of the equipment in compliance with safety requirements, to assess the risk of threats to life and health of personnel, accidents, emergencies, environmental and other damage, to decide on the need to suspend the production process in case of violations of labor protection, to develop proposals to eliminate systemic violations of industrial safety requirements in the performance of the production process. And also know the rules of FROM in the NIS industry, NTD for the construction of NIS wells, the rules of operation and maintenance of equipment and technical controls, the action plan of the contractor's personnel in case of fire, emergency, and accident.

2.2 Coordination and management

Drilling supervisor must be able to competently coordinate and manage the work of contractors on the object of the work. To ensure coordination and personnel management at the appropriate level, it is necessary to regularly organize and conduct technological meetings with the contractors' engineers on the implementation and planning of the task, monitor the organization of work, organize monitoring of the progress of work, coordinate the actions of contractors when adjusting plans, coordinate operational decisions, make shift assignments, confirm the actual execution of work volumes. Pursuant to this function, you need to be able to interact with members of the workforce to know and be able to use the software for operations monitoring, to formulate production targets and be able to solve them, to answer questions or solve problems that arise in the course of meetings (planning meetings) and the monitoring of the production process, to evaluate the correctness and feasibility of the proposed solutions, to know the methodology of evaluation of the quality of work performed. One should also know the technology of drilling, the rules of interaction between the customer and the contractor, the basics of production management and systems of organization and management of production and workforce, the terms of contractual relations between the customer and contractors, methods of identifying the causes of labor disputes and conflicts, ways to resolve them, office programs and other software products. It is necessary to monitor the dissemination of lessons and investigations of accidents, incidents and complications, information letters, lightning and best practices and measures to prevent and minimize risks to all contractors.

2.3 Technical control

The representative of the customer must organize technical control of the condition, storage conditions, sufficiency and quality of technical, personnel and MTR of the contractor and the Customer in accordance with the contract. The

supervisor is constantly at the site, controls the quality and timing of work on critical and key operations in accordance with the list and work plans.

To ensure control, it is necessary to carry out regular inspection of the condition of drilling equipment and storage conditions of materials on the drilling site, to identify and record the facts of improper storage of drilling equipment and materials on the drilling site, to take measures to identify violations to bring the equipment and storage conditions in accordance with NLD and technical regulations, to control and take into account the consumption of materials, spare parts and equipment, to develop proposals to improve the efficiency of equipment and MTR, to monitor the maintenance of the equipment inspection log, monitor the execution of PPR schedules. To perform this function, it is necessary to be able to analyze and summarize data on the operation of equipment, to develop a methodology for accounting and to account for the consumption of MTP, spare parts and equipment, to assess the performance of drilling equipment and materials, to assess the correctness of storage of drilling equipment and materials, to use instrumentation. And also to know the design features and main characteristics of the equipment, physical and chemical mechanisms of action, properties and reagents of drilling and grouting fluids used in drilling, operating conditions and storage of equipment and MTP used in drilling, the main types of machines, mechanisms and equipment for drilling.

2.4 Customer information

The representative of the company of the customer is obliged to timely and reliably inform him about the progress of the production process of drilling. To inform the customer, it is necessary to prepare and provide him with daily reports and basic information about the work done and planned, immediately inform and provide the necessary information about incidents, complications and accidents, about work stoppages for any reason. The customer should also know about violations of drilling technologies, violations of the rules and regulations of

PBOTOS. In pursuance of this function, it is necessary to be able to competently formulate and correctly and concisely transmit the actual data of the production process, control the maintenance and organize the collection of the established reporting strictly on time, use software products for the preparation and transmission of reports, highlight important information that requires priority actions, develop proposals for improving project solutions. It is necessary to know the order of notification of any kind of incident.